IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEE SATISFACTION: MEDIATING ROLE OF PERCEIVED SUSTAINABLE PRACTICES IN HIGHER EDUCATION INSTITUTIONS IN TELANGANA STATE

Synopsis of the Research Proposal

Submitted for the Registration in the

Ph.D. Program (Part-Time) in Management

By

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25JPPHNDMS009

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ABSTRACT

Performance Management System plays a very significant role in enhancing organizational effectiveness through a combination of individual and organizational goals. Employee satisfaction is a concept that is at the center of most of the industrial and organizational behavior. There has been an independent effort as well as combined efforts by all the concerned, such as management practitioners, behavioral scientists, managers, researchers, economists, etc. to look into the issue of professional wellbeing of an employee. Sustainability has turned out as strategic focus of any institution in the global world, and new practices in human capital management have been emerging to facilitate environmental objectives.

Employee evaluation is especially important in higher education because it influences teaching quality, research output, administrative effectiveness and staff morale. However, there is limited research on how evaluation systems affect employee's well-being in Telangana higher education institutions.

This study examines how employees in Telangana view sustainable performance practices and how they affect job satisfaction. It looks at current appraisal methods, employee opinions about them and the role of factors such as clear goals, fairness, timely feedback, recognition and rewards.

The findings are expected to show whether current practices support employee satisfaction and institutional performance. The study may also offer practical suggestions for colleges, universities and policy makers to improve performance management in ways that strengthen both staff well-being and academic outcomes.

Key words: Performance Management System, Perceived Sustainable Practices,
Employee Satisfaction, Academic Institutions.

1. INTRODUCTION

In today's knowledge driven economy human capital is recognised as a vital organizational asset. With in the higher education sector, superior teaching and robust research are foundational to an institutions reputation and growth. Undergraduate colleges play a critical role in shaping student career paths and contributing to national development, with faculty members serving as a core workforce whose influence profoundly impacts society.

In Telangana, higher education institutions are under increasing pressure to enhance academic quality, boost performance, and ensure faculty satisfaction. Guided by the Telangana State Council of Higher Education (TSCHE), the state is strategically focused on strengthening both public institutions and expanding private participation to meet these goals. Higher Education Institutional Statistics (2025-26 Estimates) (https://tgche.ac.in/universities/)

Performance Management System

It includes procedures like strategic planning, employee appraisal, response systems and incentive schemes. These practices are designed not only to evaluate employee performance but also to improve motivation, engagement and overall job satisfaction. Research shows that an effective and sustainable employee evaluation system can boost employee morale and satisfaction, provide clarity about roles, responsibilities and align individual goals with the objectives of the organizations.

The concept of sustainable performance management mainly focuses on helping employees succeed in their roles. It includes continuous feedback, opportunities for training, skill development, appropriate rewards, incentives, clear and transparent system for evaluating employee performance.

Employee Satisfaction

Employee Satisfaction refers to how comfortable and positive employees feel about their work environment. Understanding employee satisfaction and the factors that influence it can help organizations guide employees in the right direction. To achieve the mission and goals of higher education institutions it is important to consider several factors especially the well-being and welfare of employees. Satisfied employees play an important role in improving the quality of education in society. Academicians who are comfortable and content with their jobs are more likely to contribute effectively to the growth and wellbeing of students. Employee satisfaction refers to the level of fulfilment employees feel regarding their job roles, working conditions, salary and organizational policies. It reflects how employees emotionally and mentally evaluates their overall work experience. This study will aim at evaluating the conceptualization and applicability of work-related factors and its effects on employee satisfaction and overall employee performance.

The Telangana state has witnessed a booming development in the institutions of higher learning in recent years with many colleges and universities playing a part in the development of academics. Although in this expansion it has come with challenges like retaining faculty, job dissatisfaction, work pressure and inaccessibility in appraisal practices. In this prevailing circumstance, adoption of employee development framework becomes imperative to maintain performance within institutions and guarantee welfare of employees. Even though the use of appraisals in higher education institutions there is evidence that the practices sometimes focus on administrative processes and not performance improvement; hence creating a ground gap between the satisfaction of workers with respect to higher education institutions.

Perceived Sustainable Practices (PSP)

Consumer and employee perceptions of sustainability hinge on how they evaluate a company's dedication to environmental, social and economic responsibility. True sustainability is integrated into daily operations to generate long term value alongside financial success. For long term performance, this approach must be central to an organisations core strategy, aiming to improve conditions for present and future generations. Effective sustainability initiatives often result in reduced costs, enhanced reputation, superior customer experiences, and higher employee retention. Staff perceptions are shaped by how clearly, they understand the reasoning behind these policies. Research distinguishes between intrinsic motives (genuine commitment to sustainability) and extrinsic motives (goal-oriented strategies). When employees perceive sincere intrinsic efforts, it boosts company identification and fosters active participation in green initiatives.

1.1 THEORITICAL FRAMEWORK

1.Victor Vroom (1964) - Expectancy theory- It provides a strong foundation towards relating employee performance and rewards in performance management practices. It helps the organizations to develop appraisal systems that are fair and clear and the employees clearly understand the relationship between their work and the outcome. Employees will be highly satisfied when their work will be greatly rewarded and the rewards are important.

2. Edwin Loke (1968) – Goal setting theory- It enhances the comprehension of employees as certain goals are set, which in turn increase engagement and job satisfaction. The theory also enables continuous performance monitoring, and it is, therefore, immensely applicable in agile performance management systems where persistent feedback and tracking of progress are very important.

3. J. Stacy Adams (1963) - Equity theory – A pivotal role is played making sure that there are fairness and transparency in the in-performance management practices. It describes how dissatisfaction in employees comes about when they perceive that evaluations are biased or unequal in rewarding

employees. It can aid institutions in keeping the morale of employees, trust and general satisfaction by demonstrating fair treatment.

4. Fredrick Herzberg (1959) -Two model theory -Also referred to as motivation and hygiene theory. Two factor theory assists the performance managements to go beyond monetary incentives and concentrate on recognition, achievement and growth opportunities. This applies in the circumstance of university studies where motivation is an important factor. It will increase employee retention and satisfaction by working on motivational and hygiene factors that will increase job satisfaction.

5. David. Norton and Robbert's. Kaplan (1992) -Balanced Score Card theory -The balanced score card offers a complete system of performance management by offering a comprehensive view of multiple dimensions of performance. It is also a way of aligning individual performance to organizational strategy where employees can work effectively to help achieve the institutional goals. It is commonly used in educational institutions to conduct strategic analyses; it also aids in long term enhancement in employee performance and overall organizational performance.

6. B.F. Skinner (1938/1953) - Reinforcement theory - According to this theory, performance management should be based on reward and recognition practices, which are related to behavior through its consequences. It promotes the desired employee behaviors using positive reinforcement and suitable feedback. This would go a long way towards the design of agile, feedback-based performance practices that constantly define and enhance employee performance.

7. George Homans (1964) - Social Exchange Theory - This is a theory of behavior that explains how individuals decide on associations on the likely benefits and costs of the interactions. Widely adopted in psychology, economics and public health, this method illustrates the dynamics of co-operation and decision making.

8. Michael Spence (1973) Signaling Theory- This theory suggests that proactive sustainability disclosure enhances investor perception by demonstrating genuine dedication to responsible business practices. By voluntarily detailing how environmental issues affect operations, firms effectively communicate that they have a strong grasp on risk management.

Literature Review

This paper will specifically concentrate on the trends of research, theoretical frameworks The present paper has mentioned Research Rabbit, Google Scholar, Shodh Ganga, Shodh Gangotri, Web of Sciences as well as full papers.

Sharma Anupama (2025). The understanding of how important employee happiness is to the success of businesses in the IT industry is what spurred this investigation. The study analyses how company branding strategies affect employee satisfaction, offering practical insights to guide HR practices and organisational decisions that boost well-being and retention. Focusing on executive level IT professionals in the Delhi-NCR region, it explores the key link between employer branding and employee happiness.

Naga Kamakshi (2025). This review article covers key literature on employee job satisfaction and draws clear conclusions. Employees form the backbone of any institution. Job satisfaction happens when workers feel content with their roles, workplace and practices leading to higher productivity than among unhappy staff.

Vekariya, Drashti C (2024). Employee job satisfaction matters the most. To help business leaders craft strategies that boost it, this article identifies key factors driving employee happiness. The survey includes 75 employees from the company representing diverse ages, experience levels, roles, education, and genders.

Md. Abu Issa Gazi (2024). Job satisfaction strongly shapes how people act at work. It's a key driver of performance in any organization and holds special importance in developing economies like Bangladesh. Since work place behavior directly impact job performance, this research paper examines the link between job satisfaction and employee conduct among industrial workers.

Agrawal Shridhi (2024). The given paper is about the necessity to make employees of the well-known corporation Reliance happier. A happy employee is the determinant of success of any business because it leads to retention, productivity and overall performance of business. The paper analyzes the level of satisfaction as it is now, the key variables that influence the degree of satisfaction and recommends some of the improvements based on the mixed method research i.e. survey, interviews and data analysis.

Sabil, et al, (2023). Choices, employee satisfaction, and occupation execution in the automotive industry in Jakarta. Employee performance is the result of the work done by people inside an organization. This cycle incorporates the endeavors, activities, and commitments made by employees in completing their undertakings.

It comprises of representatives working in different auto organizations, and information 107 respondents were gathered through web based addressing which was dispensed till date. The information gathered is investigated utilizing the procedure smart Partial Least Squares (PLS). Results Exploration shows that there is a positive and massive impact of initiative situational connection to work fulfilment and occupation execution.

Derek Crews (2021). The performance appraisals have been on a once year or semi year basis. Most companies have been shifting towards continuous feedback and coaching in the recent past as either an addition or alternative to the regular appraisal or as an alternative. There have also been calls to radically overhaul the performance management systems since the outcome of the over researching is that performance processes are over-engineered and time consuming and that they discourage and deter candid discussions.

Preeti, Sharma T, (2020). Present paper portrays to focus on employee work fulfilment among the employees of India's automotive industry, the management practices by introducing employee empowerment, teamwork, employee compensation, and management leadership into an exploratory model. The degree to which employees are satisfied with their jobs should be apparent as a disclosure of their preferences. When workers are happy with the rewards they receive from supervisors, they are more devoted.

Moraru G M, Popa D, (2019). The purpose of the paper is to undertake research on the Organization factors which influence job satisfaction at the businesses in the automobile industry. To begin with, the literature review concerning the topic of employee satisfaction was carried out. The second study was developed based on a branch plant questionnaire.

Ariani, Dorothy Wahyu (2015). There has been long discussion among researchers about the relationship between employee job satisfaction and performance. The findings suggested that employees who are satisfied with their work tend to perform better and contribute more effectively to the organization.

Aziz N, et al, (2014). Employee satisfaction refers to how comfortable, valued, and positive employees feel about their workplace and job environment. Organizations use different methods to understand employee satisfaction such as employee feedback during meetings or performance evaluations, suggestions shared by staff and the number of complaints raised by employees.

2.1 Research Gap

- There is a notable gap in comparative studies examining the influence of sustainable appraisal system on academic staff, whose metrics, expectations, and satisfaction drivers differ significantly from those in other sectors.
- No empirical study on sustainable appraisal system and employee happiness is carried out in Telangana state. Furthermore, regional influence such as public education policies, governance structures and local organizational practices is also poorly understood.

3. Present Study

3.1 Statement of the Problem

- **Higher Education Institutions:** The existing studies focus on corporate sectors, such as IT companies, manufacturing industries, banking, telecom and public sector undertakings. Less amount of evidence-based exploration has been conducted especially considering the unique government culture, academic autonomy and non-monetary motivators of faculty.
- **Telangana State:** No comprehensive study specifically addresses higher educational institutions in Telangana. Regional factors such as state education policies, institutional governance and local organizational practices remain underexplored.
- **Academic Employees:** Most studies treat employees as a homogeneous group. Lack of focused study comparing the importance of appraisal system on human capital whose performance indicators, expectations and satisfaction drivers differ significantly in educational institutions.

3.2 Significance of the Study

At higher educational institutions employees significantly influence institutional effectiveness, quality of education, and organizational sustainability. However, sustainable performance management systemin higher educational institutions remain under research compared to corporate sectors, creating a strong need for focused academic enquiry. This study is academically significant as it extends employee evaluation system literature to the academic sector, especially in Telangana state.

There is limited empirical research on performance management in education institutions, as most earlier studies have focused on corporate, banking and manufacturing sectors. This study contributes by exploring how employees perceive appraisal systems in relation to their job satisfaction and well-being.

The studies mainly focus on employee satisfaction and performance evaluation systems, but they briefly consider sustainability by highlighting the importance of sustainable employee evaluation practices that improve employee satisfaction, individual performance and productivity.

The study has both managerial and practical implications, as it can help HR managers and institutional administrators design clear and effective frameworks for a sustainable employee evaluation system. An improved evaluation system can increase motivation, reduce employee grievances, lower absenteeism and improves staff retention.

Additionally, the study has practical implications for performance-based governance in higher education, accreditation standards and quality assurance processes. A socially effective employee development and evaluation system that enhances staff satisfaction can help create a positive academic environment, improve teaching and learning processes and support overall institutional growth and development.

3.3 Research Questions

1. What is the effect of Human Resource Performance Systems on Employee Satisfaction in higher education institutions in Telangana State?

2. What is the impact of Human Resource Performance Systems on Perceived Sustainable Practices within the institutions of higher education within Telangana State?

3. How is Perceived Sustainable Practices related with Workplace fulfillment in the higher education institutions in the state of Telangana?

3.4 Objectives

1. To examine the impact of performance management systems on employee satisfaction in higher education institutions in Telangana state.

2. To analyse the effect of performance management system on perceived sustainable practices in higher education institutions in Telangana state.

3. To study the relationship between perceived sustainable practices and employee satisfaction in higher education institutions in Telangana state.

4. To assess the mediating role of performance sustainable practices in the relationship between performance management system and employee satisfaction in higher education institutions in Telangana state.

5. To analyse the difference in employee satisfaction across demographic variables (such as age, gender and work experience) in higher education institutions in Telangana state.

3.5 Hypotheses

H_{a1}: Performance Management System has a significant positive effect on Employee Satisfaction.

H_{a2}: Performance Management System has significant positive effect on Perceived Sustainable Practices.

H_{a3}: Perceived Sustainable Practices have a significant positive effect on Employee Satisfaction.

H_{a4}: Perceived Sustainable Practices mediate the relationship between Performance Management System and Employee Satisfaction.

H_{a5}: There is a significant difference in employee satisfaction with Performance Management System across demographic variables (age, gender, work experience).

4. Methodology

4.1 Research Design

The current study adopts descriptive, exploratory and analytical research design to examine the impact of sustainable performance appraisal practices on the level of workforce wellbeing in higher educational institutions in Telangana state. Descriptive approach will enable detailed insight of the current sustainable performance appraisal practices and employee perceptions whereas exploratory research will be applied to gain the initial insights and the key variables which are related with sustainable performance appraisal practices and workforce satisfaction in higher educational institutions in the state of Telangana.

4.2 Sample/Participants

The present study adopts a mixed method sampling strategy to support the integration of quantitative and qualitative data, thereby ensuring enhanced validity of findings. A sequential explanatory mixed method design is followed, where in quantitative data collection and analysis precede the qualitative phase, which is used to explain and enrich the quantitative results. Efforts were made to include respondents from different types of institutions (govt/private) to improve representativeness. For the quantitative phase, convenience sampling technique is employed.

Faculty and staff in higher education institutions are difficult to access formally, so convenience sampling allows you to collect data from respondents who are readily available and willing to give response. It is useful when institutions have restricted access policies.

A non-probability purposive sampling technique is adopted which enables the exploration of sustainable perceptions, challenges and contextual factors influencing sustainable performance management practices, effectiveness and employee satisfaction. Participants include employees from all recognized universities, autonomous colleges and affiliated degree colleges in Telangana state.

4.3 Data Collection

The present study employs a mixed method data collection approach to obtain comprehensive evidence of sustainable performance appraisal practices on staff satisfaction in higher education institutions in Telangana state. Data collection is conducted in sequential phases, beginning with qualitative data followed by quantitative data, in alignment with the sequential explanatory mixed methods design.

i) Quantitative Data Collection

A structured questionnaire will be used to gather quantitative data by administering it to academic employees of institutions of higher learning. The questionnaires structuring is framed around the incorporation of standardized measuring scales, employee satisfaction literature and existing sustainable performance management system and variables associated with it. It is split into parts that cover demographics, employee satisfaction levels and performance management system (goal setting, performance appraisal, feedback and reward techniques and perceived fairness). Responses are recorded on a five-point Likert scale, which can be statistically evaluated and compared.

1.Strongly Disagree

2.Disagree

3.Neutral

4.Agree

5.Strongly agree

Pilot research will be conducted to test the validity of the instruments, their reliability and clarity. To ensure higher participation, the final questionnaire is distributed online and face-to-face.

ii) Qualitative Data Collection

Qualitative data is collected through semi structed interviews from faculty members. An interview guide is developed to explore perceptions, experiences, challenges and contextual factory related to sustainable performance management system implementation and its influence on satisfaction levels. Interviews are conducted until data saturation is achieved.

iii) Secondary Data Collection

Secondary data is gathered from scholarly journals, doctoral thesis books, institutional reports, UGC NACC documents, and policy papers to support theoretical framing and interpretation of findings. This multisource data collection approach ensures methodological rigor, depth and validity of research outcomes.

iv) Ethical Considerations

The quantitative sample provides breadth and generalizability, while the qualitative participants offer depth and contextual understanding. Subgroup analysis takes into account demographic factors like age, gender, qualification and length of service. Strict adherence is maintained towards ethical standards like as informed consent, voluntary participation, anonymity and secrecy.

5. Data Analysis

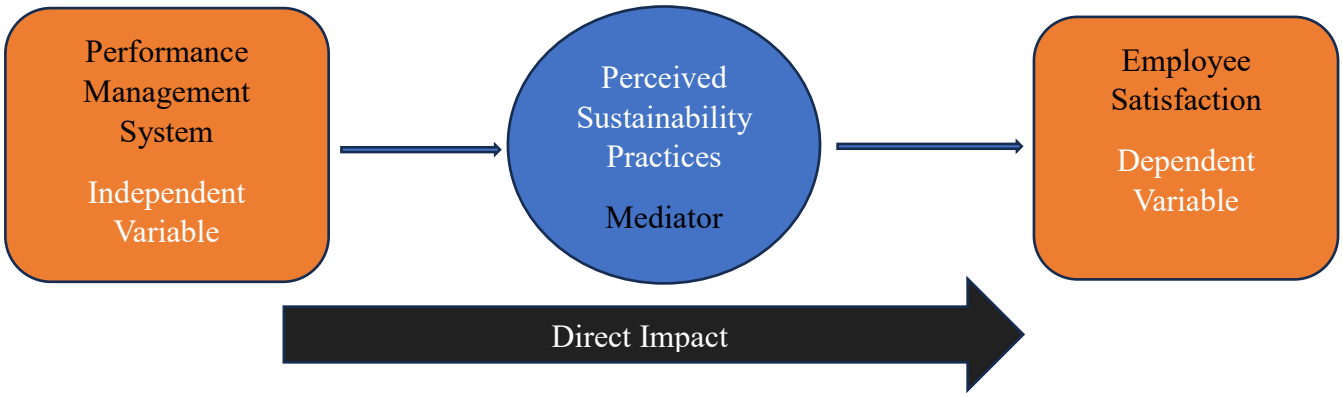
Quantitative Data Analysis

Quantitative data gathered by structured surveys are coded, tabulated and assessed with the help of appropriate statistical software. Besides providing a summary of the demographic profiles of the respondents, such descriptive statistics as frequency distribution, percentages, mean scores and standard deviation are employed to assess the existing appraisal system with the level of employee satisfaction. The correlation method is applied to determine the association between the aspects of the appraisal system and employee happiness. SPSS will be used for Analysis of Variance (ANNOVA) and the hypotheses testing will be done on PLS SEM using SMART PLS.

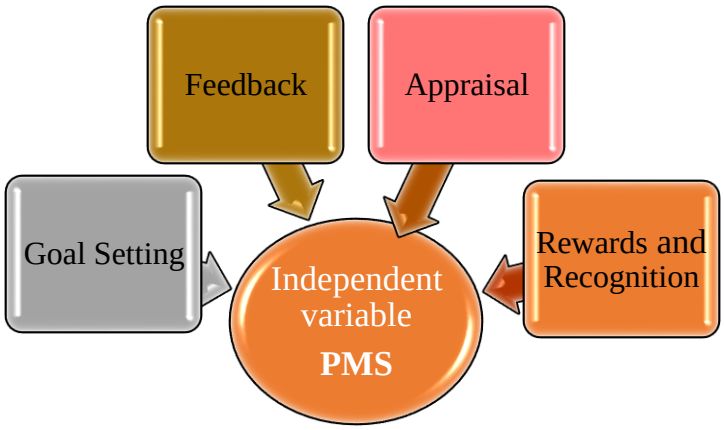
Qualitative Data Analysis

The data is gathered using semi structured interview techniques that are transcribed word to word and analysed through SEM technique. This analysis helps to capture participant experiences, perceptions and contextual factors influencing sustainable performance management practices effectiveness and satisfaction levels.

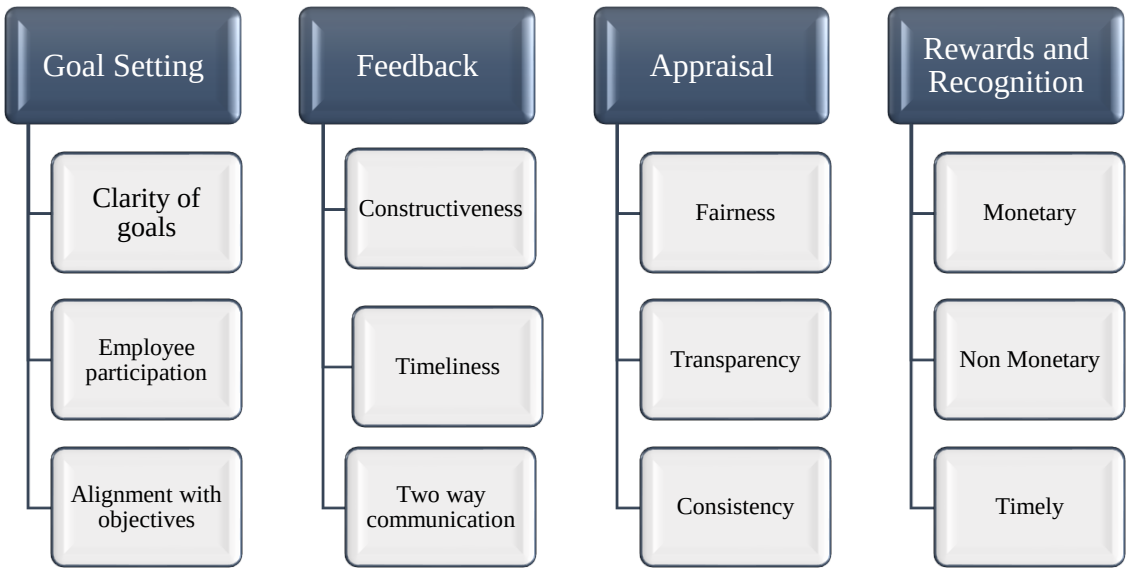
5.1 Model of the Study



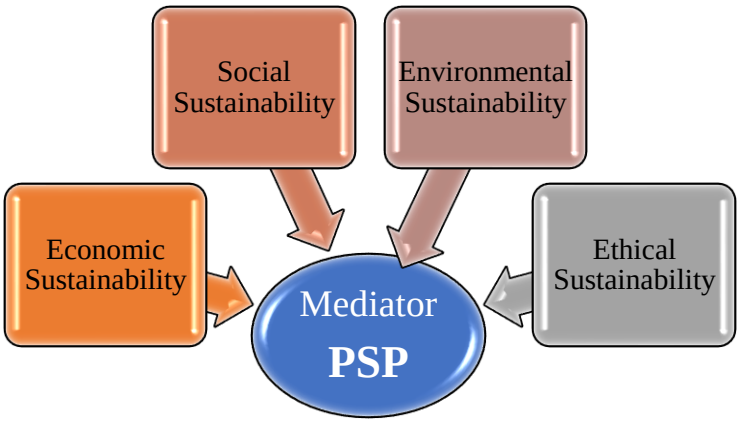
Independent Variable (IV)



Independent Variables (IV) with Sub Variables

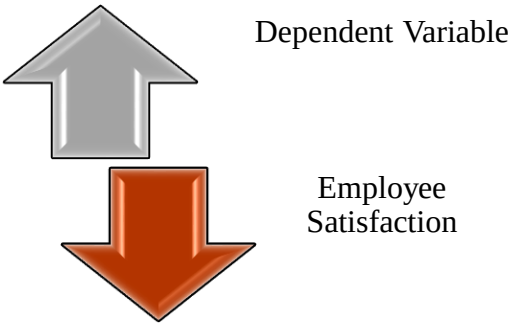


Perceived Sustainable Practices (PSP) with variables

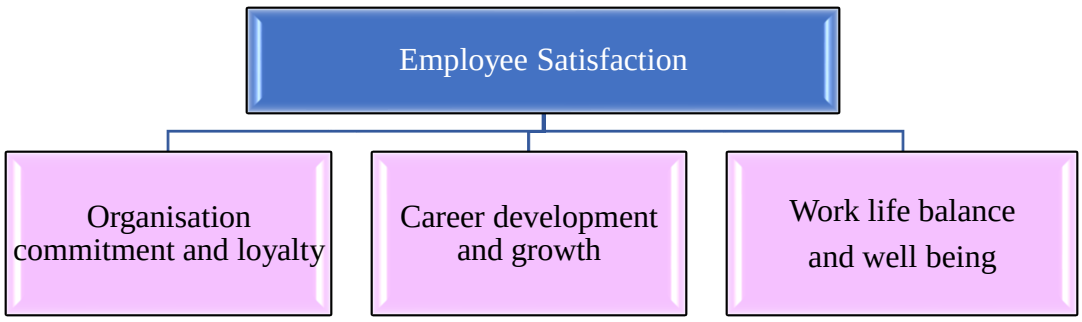


Perceived Sustainable Practices (PSP) with Sub Variables

Dependent Variable (DV)



Independent Variable (IV) with Sub Variables


Employee Satisfaction
Organisation commitment and loyalty
Career development and growth
Work life balance and well being

Author's own compilation

Sampling details.

	Sampling Details	
1.	Universe	Higher Education Institutions in Telangana state.
2.	Target population	Number of HEIs- universities- 28 (includes 17 state and 3 central universities) Degree colleges – 1000+ Professional colleges – 1300+ Repudiated central institutions-10+ (IIT, NALSAR, IIIT, NIT, AIIMS)
3.	Sampling Method	Convenience sampling
4.	Sampling Size	Approx 400
5.	Sampling Frame	Urban districts of Telangana state - Hyderabad, Secunderabad, Ranga Reddy, Sanga Reddy, Warangal, Karimnagar, Nizamabad, Khammam, Nalgonda, Medchal.

Target population will consist of employees working in above institutions. The study was to sample 50 samples per district that was chosen to address the research problem. The chosen field to be studied is categorized based on the kind of programs provided by institutions higher learning in the state of Telangana.

1. Public universities
2. Private universities
3. Autonomous institutions
4. Affiliated colleges

References: State portal website of Telangana state.

6. Limitations

- ✓ Cross-sectional design, employee perceptions are captured at a single point of time, which limits casual inferences.
- ✓ Data are primarily self-reported, making responses susceptible to personal bias or social desirability.
- ✓ The research is geographically confined to higher educational institutions in Telangana, limiting generalizability to other regions.
- ✓ The qualitative phase involves a small purposive sample, providing depth but not statistical generalization.

7.Work plan of the Research

Activities	Month 1-3	Month 4-6	Month 7-9	Month 10-12	Month 13-15	Month 16-18	Month 19-21	Month 22-24
Finalization of Research Design & Theoretical Framework	✔							
Literature Review and Conceptual Mapping	✔	✔						
Exploratory Phase – Case Studies and Document Analysis		✔	✔					
Tool Design and Pilot Testing for Survey Instrument			✔	✔				
Data Collection (Quantitative Phase)				✔	✔			
Data Cleaning and Preliminary Analysis					✔			
Hypothesis Testing					✔	✔		

Interpretation and Model Refinement						✔		
Writing of Results, Discussion, and Contributions						✔	✔	
Drafting Final Thesis and Validation							✔	
Final Corrections, Plagiarism Check, Formatting								✔
Submission and Viva Preparation								✔

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